Strategic Risk Register Update: Quarter 4, 2023/24   **APPENDIX 1**
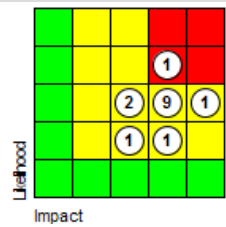
Strategic Risk Register Heat Map

The Heat Map provides an overview of the cumulative position of Current Risk Scores following the latest Risk Review.

The summary below details the separate Corporate Risk Themes with the associated individual risk scores following the latest Risk Review.

Risk Code	Corporate Risk Theme	Original Risk Score	Current Risk Score	Expected Risk Score
SRR-01	Financial Sustainability	20	16	9
SRR-02	Organisation's Internal Capacity to Deliver	16	16	6
SRR-02a	Organisation's Internal Capacity to Deliver (Go Plant Insolvency)	12	12	TBC
SRR-02b	Organisation's Internal Capacity to Deliver (Local Waste Transfer Station Closures)	8	8	TBC
SRR-03	Effective ICT Systems and Cyber Security and Information Governance	9	12	6
SRR-04	Delivery of the Local Plan	9	12	9
SRR-05	Effective Contract Performance Management - Liberata UK	16	12	6
SRR-06	Delivery of key Government Programmes and Major Capital Projects	16	12	9
SRR-07	Political Balance / Stability	16	12	9
SRR-08	Ability to deal with extreme weather and civil contingencies (such as a pandemic)	16	12	9
SRR-09	Achievement of carbon neutral targets by 2030	20	15	16
SRR-10	Safeguarding of residents	9	9	4
SRR-11	Public Health and Wellbeing	16	12	9
SRR-12	Local Workforce Skills development	16	6	9
SRR-13	Leisure Review	9	9	6

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SRR - Detailed Update

SRR-01 Financial Sustainability	
Risk Owner(s):	Director of Resources / Head of Finance

The Council's ability to set a balanced Medium-Term Forecast and annual revenue and capital budgets.
Local Government cannot control its income levels which are predominately set by Central Government. This limits the extent to which the Authority can respond to its financial constraints.

Original Risk Score	Current Risk Score	Expected Risk Score
20	16	9

Causes	Consequences	Internal Controls
Central Government funding policy and level of grant funding payable to Local Government. Impact of Cost-of-Living Crisis on residents and ability to generate Council Tax. Cap on Council Tax increases. Management of external factors such as COVID, increasing inflation rates, borrowing costs and energy costs, etc). High levels of pay inflation.	Council Budget is set with Use of Reserves required to bridge funding gap. Reduction in Council Reserves year on year. Potential Section 114 Notice requirement in future years. Additional scrutiny from Central Government.	• Quarterly Capital monitoring report. • Quarterly Revenue monitoring report • Treasury report • MTFP report regularly submitted to committee • Daily Treasury management reviews • New Debt management policy - linked to Treasury management • Capital Appraisal documents completed for all new capital schemes

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Current Mitigations
Management of Revenue & Capital Budget via quarterly budget monitoring. Treasury Management Reports to Accounts and Audit Committee, Executive and Council. Section 151 Officer sign off for Robustness of Estimates, Statement of Accounts and Grant returns. Training and Support to Budget Holders. Contingency Arrangements built into financial planning & management routines to provide budget resilience. Transformation Programme to review services and to help to find efficiencies final report signed off by Executive. Stakeholders engagement in the development of the Corporate Plan 2023-27. Fees & Charges Policy adopted by Council 8th December 2022. Member Budget Working Group in place and stood-up when required. Alignment of PLT's and PBC's MTFPs

Linked Actions				
SRR-01.03 Member Budget Working Group	✅	100%	31-Mar-2024	**Why is the action red, amber or green?** Budget Working Group has been set up with regular meetings scheduled. **What are you doing to maintain or improve the situation?** A three year financial forecast that will require the use of reserves has been presented to Executive. Options for savings that would result in the balancing of the budget and MTFP have been identified and presented for the executive to approve.
SRR-01.05 Ongoing: Enhanced and embedded Budget Review Process with CMT and Budget Holders	🔴	80%	31-Mar-2024	**Why is the action red, amber or green?** The action is ongoing. **What are you doing to maintain or improve the situation?** In March budgets were sent out to managers to agree, queries and amendments have been agreed. Budget timetable is due to be developed with a revised budget planned for September and base budget working to commence in October. Financial training is also being scoped for managers with budget responsibilities.
SRR-01.06 Development of Capital Appraisal documents completed for all new capital schemes	✅	100%	30-Sep-2023	**Why is the action red, amber or green?** Progress has been delayed on this but the forms has been developed and is in use by Heads of Service **What are you doing to maintain or improve the situation?** To allow the process time to embed the review of use will need to be carried out in early 2024/25.
SRR-01.07 Liaise with PLT to review the overall financial position of PLT resulting in a 3yr MTFP to sit alongside PBC MTFP	✅	100%	31-Oct-2023	**Why is the action red, amber or green?** This action has been completed on time. **What are you doing to maintain or improve the situation?** PLT has produced a MTFP document that has been produced in January 2024. This has been presented to the budget working group and will continue to be developed alongside PBC's MTFP.

Latest Note re Risk Score Changes
Quarter 4 Risk Review – Risk Score Increased from 12 to 16:   The recently called General Election has created uncertainty with regards to funding and pressures on waste costs means that the 2025/26 financial position has become more challenging.   To mitigate the heightened state of risk BWG will start earlier in Q2, MTFP will be recast and reviewed in Q2, and a review of capital financing requirement and capital programme.

SRR-02 Organisation's Internal Capacity to Deliver

Risk Owner(s):	Chief Executive / Director of Resources / Director of Place

The Council's ability to deliver critical services due to staff vacancies, turnover and absence and ineffective decision-making processes. Ability to recruit and retain the right people with the right skills and behaviours in the right job at the right time.
Wider employment market and skill shortage in some areas has increased staff turnover in key areas.
Local Authorities operate in wider marketplace.

Original Risk Score	Current Risk Score	Expected Risk Score
16	16	6

Causes	Consequences	Internal Controls
Wider macro-economic factors post Covid. Cost of living crisis forces staff to look for new roles. Certain key skills in shortage across the market. Higher % of vacancies in some departments. High % of temporary staff in some departments Long term absence rate increase.	Failure to deliver on statutory duty. Failure to deliver on key projects such as the UK Shared Prosperity Fund, Nelson Town Deal and Colne Levelling Up. Become a designated planning authority. Potential Food Standards Agency intervention Loss of staff.	• Budget Working Groups • Quarterly Performance Clinics • Executive Working Groups • CLT Meetings • CMT Meetings • Bi-monthly CGSG meetings • Director Meetings • Portfolio Holder Briefings

Current Mitigations

Workforce Strategy in place to enable improved long-term planning of workforce.
Re-instatement of the Personal Development Review process (inc PDRs).
Review of Employee Benefits Package to help retention, inc recent addition of VIVUP benefits package & AVCwise.
Dynamic IT and Digital Strategies in place to support hybrid working.
Use of Attendance Policy monitored, and remedial action taken where necessary.
More effective communication with staff to enable understanding of the Corporate Plan priorities.
Director of Place now in post with both Resources and Places Directorate Tier 3 levels confirmed and appointed to.
Regular staff briefings planned and delivered.
Use of Employee Assistance Programme to provide Health & Wellbeing support to staff.
Use of Consultants / Agency Staff to deliver key projects whilst key vacancies are filled.

Linked Actions

SRR-02.01 Further key vacancies to be appointed (S.151)	🛑	90%	31-Mar-2024	Appointment made and new S151 due to start 24th June 2024, with hand over with current Interim S151 for the following 3wks.
SRR-02.02 Attendance Policy training being delivered throughout July, August and September 2023	✅	100%	30-Sep-2023	Attendance Policy Training delivered during the quarter as planned. Also, a workshop for Extended Management Team developed during the quarter relating to Attendance and Workforce Strategy. This was delivered on 3rd October 2023.

Latest Note re Risk Score Changes

Quarter 3 Risk Review - Current Risk Score has Increased from 9 to 16:
Absence of a permanent S151 officer is a significant risk to the Council and has increased both the impact and likelihood.

SRR-02a Organisation's Internal Capacity to Deliver (Go Plant Insolvency)

Risk Owner(s):	Director of Place / Assistant Director – Operational Services

There is a significant short-term risk to Operational Services ability to sustain waste collection services. This is due to the insolvency of Go Plant (the councils fleet supplier).

Original Risk Score	Current Risk Score	Expected Risk Score
12	12	TBC

Causes	Consequences	Internal Controls

Current Mitigations

Linked Actions				
SRR-02a.01 Work with Go Fleet administrators to maintain Waste Collection Services	▶	0%	30-Jun-2024	
SRR-02a.02 Explore options to provision Waste Collection Services through alternative providers	▶	0%	30-Jun-2024	
SRR-02a.03 Explore options to Novate the present Go Plant contract to maintain Waste Services	▶	0%	30-Jun-2024	

Latest Note re Risk Score Changes

N/A
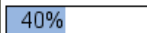
SRR-02b Organisation's Internal Capacity to Deliver (Local Waste Transfer Station Closures)		
Risk Owner(s):	Director of Place / Assistant Director – Operational Services	

Original Risk Score	**Current Risk Score**	**Expected Risk Score**
8	**8**	**TBC**

Causes	**Consequences**	**Internal Controls**
Current Mitigations		

Linked Actions				
SRR-02b.01 Explore options to grow existing Waste Collection fleet to enable tipping at alternative Waste Transfer Stations	▶	0%	30-Jun-2024	
SRR-02b.02 Explore the viability of maintaining a local Waste Transfer Station	▶	0%	30-Jun-2024	

Latest Note re Risk Score Changes
N/A

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SRR-03 Effective ICT Systems and Cyber Security and Information Governance

Risk Owner(s):	Director of Resources / Head of Legal & Democratic Services

Description

The Council's ability to ensure effective information governance arrangements are in place to make sure that personal data is secure and that an individual's right to privacy is protected.

To minimise the Council's cyber risk and ensure the operational resilience in the event of an incident.

The Council operates within a wider cyber security context and cannot directly control the level of threat posed.

Original Risk Score	Current Risk Score	Expected Risk Score
9	12	6

Causes	Consequences	Internal Controls
Cyber Security incident affects Council's ability to deliver critical services. Ineffective operational resilience. Human error due to a lack of awareness, training and resource to prevent cutting corners. Ineffective information governance arrangements resulting in data retention breaches.	Data Protection Breach Cyber security incident resulting in loss of data and reputational damage IT systems not being used to their full potential, impacting on resource and resilience. Failure to do so could lead to financial and/or reputational damage to the Council.	• Regular KB4 Management group meetings - Including PLT & Liberata • Annual KB4 training programme devised and delivered • Monthly IT Governance meeting • Monthly PSG Meetings • Quarterly Corporate Governance Steering Group meetings • DPO Record of Disclosure

Current Mitigations

IT & Digital Strategies in place.
Cyber Treatment Plan fully delivered.
BCPs / IT Disaster Recovery Plan regularly tested, reviewed and updated.
Cyber and Information Security Training platform in use with regular reports on compliance reported to the Council's CGSG.
Records Management Controls in respect of maintenance of Information Asset Register (IAR) and Record of Processing Activity (ROPA).
Council has appointed Data Protection Officer to govern risk via the Corporate Governance Steering Group.

Linked Actions				
SRR-03.01 Information Security Handbook reviewed and approved by CGSG and circulated to staff	✅	100%	30-Sep-2023	The Information Security Handbook has now been agreed and circulated to staff in November 2023. There is consideration being given to including elements such as staff having read and understood this in the annual Managers Assurance Statements

				used to assess and review our governance arrangements. Further communication to be issued in April to remind officers that this handbook is available and needs to be read and adhered to by all staff.
SRR-03.02 IT Strategy 2023 onwards under development	✅	100%	30-Sep-2023	The IT Strategy is currently under development and the aim is to link this into the new Customer Access Strategy, with consideration being given to also include the Council's Digital Strategy in here given this is as a key part of the Council's vision for the customer journey going forward. A draft of the IT Strategy has been received by the Council and feedback is yet to be provided. Further work with individual services will also be required to further develop this going forward.
SRR-03.03 Information Asset Register (IAR) and Record of Processing Activity (ROPA) to be reviewed and updated	🔴	40%	30-Sep-2023	**Why is the action red, amber or green?** This Action is red and has been delayed due to lack of experience in this area, support, and resource. **What are you doing to maintain or improve the situation?** Example IAR & ROPA have been identified and a best practice PBC version is now being developed that will focus on making this information easy to fill in and accessible to review.
SRR-03.04 Annual plan to be devised for BCP and IT Disaster Recovery Plan testing	🔴	40%	30-Sep-2023	**Why is the action red, amber or green?** We are currently awaiting a proposal from IT Services who are reviewing the list of applications we have and in which order they consider we should prioritise the DR testing. Progress on this is being followed up. Elections BC testing has been scheduled for June, following the May election. **What are you doing to maintain or improve the situation?** The Council will review the proposal on receipt (which is currently being chased) and this will then be shared with the Corporate Governance Steering Group to agree an annual testing plan. This is likely going to require some availability of testers within the key services within which these applications are in use. The Council took part in a multi-agency Emergency Planning exercise in November 2023.

Action	Status	Progress	Due Date	Commentary
SRR-03.05 Digital journey to be reviewed by the Digital Customer Journey Lead	✔	100%	31-Mar-2024	**Why is the action red, amber or green?** This action has been completed on schedule. **What are you doing to maintain or improve the situation?** The new customer contact strategy is now being developed and will need approval from the executive prior to implementation. Once approved a plan for implementation will need developing.
SRR-03.06 Project to replace the Council's end of life and out of support network switches delivered	●	75%	31-Jan-2024	The project is underway and the expectation is that this will be completed by the end of April 2024, as reported at the IT Programme Board.
SRR-03.07 Development of a SharePoint adoption plan	▶	0%	31-Jul-2024	
SRR-03.08 Take part in the Cyber Assessment Framework pilot (CAF)	▶	0%	31-Dec-2024	

Latest Note re Risk Score Changes

Quarter 3 Risk Review - Current Risk Score Increased from 9 to 12:
Risk owner assesses that the impact of ineffective ICT and Cyber security has increased due to our organisations reliance on these systems for our day to day operations.

SRR-04 Delivery of the Local Plan

Risk Owner(s):	Director of Place / Assistant Director - Planning, Building Control & Regulatory Services

The Council's ability to deliver an updated Local Plan.

Original Risk Score	Current Risk Score	Expected Risk Score
9	12	9

Causes	Consequences	Internal Controls
Resource challenges. Challenging public sector landscape and central funding uncertainty Changes to national planning policy and political uncertainty.	The Local Plan is not fit for purpose (not the right plan for the area) resulting in Corporate Priorities not being achieved. The wrong Local Plan will potentially harm the economic and housing needs of the Borough.	• All party working group meeting regularly • Reports & updates from all party working group

Current Mitigations

Steering Group for Local Plan to give oversight and governance to meet targets – Monthly meeting.
Changes in Government Planning Policy are being consulted on and these will be reported to Committee to help steer the Plan through the changes.
Evidence on main issues has been used to justify the emerging policies.
Data and Information Used to Guide and Design Local Plan.
Director of Place vacancy filled in February 2023.
Report to P&R March 2023 with Member workshops in March / April.
Public Consultations being undertaken and outcomes reported to Executive as required.

Linked Actions				
SRR-04.01 Public Consultation completed on issues and options - closing date 18th August 2023	✓	100%	18-Aug-2023	
SRR-04.02 Public consultation outcome reported to Executive	✓	100%	31-Dec-2023	
SRR-04.03 Further rounds of public consultations to take place	✓	100%	31-Dec-2024	
SRR-04.04 Set-up working group with new administration after the end of the consultation period and agree meeting schedule	✓	100%	30-Sep-2023	Agreement has been reached with the Portfolio holder on the format and timing of the group. It will meet once the comments on the consultation on the LP have been collated.
SRR-04.05 Report final version of the plan to the Executive	▶	85%	31-Dec-2024	The LP has been written with the exception of the justification for the new housing requirement. Agreement with the all party steering group has been made on how to take this forward and

				additional evidence has been commissioned but not received.

Latest Note re Risk Score Changes

Quarter 4 Risk Review Update: Due to work undertaken by the planning department in the production of the Local Plan the risk of not being able to deliver the local plan has now reduced.

The impact of not being able to deliver the local plan has increased.

SRR-05 Effective Contract Performance Management - Liberata UK

Risk Owner(s):	Director of Resources / Head of Policy & Commissioning

The Council's ability to ensure value for money is delivered from the Council's key high value contract with Liberata UK Ltd.
There is a risk that the Council's performance management framework is ineffective and doesn't provide the right information to inform effective and timely decision-making.

Original Risk Score	Current Risk Score	Expected Risk Score
16	12	6

Causes	Consequences	Internal Controls
Ineffective Contract documents and service agreements. Ineffective KPI's. Uncoordinated Strategic goals between organisations. Lack of Client capacity to effectively manage the Contract.	The Council is unable to deliver the required savings and efficiencies resulting in increased costs. Inability to make well informed future proof decisions.	• Annual internal audit review of Liberata Contract • Monthly PSG meetings • Quarterly Joint Partnership Board meetings

Current Mitigations

Routine Client meetings held at regular intervals to discuss and review performance & service delivery.
Performance frameworks in place subject to annual review.
Liberata Service Reviews undertaken and completed during 2023/24.
Joint Partnership Board meetings held during 2023/24 to review progress on the service reviews and the revised Performance Framework.

Linked Actions				
SRR-05.01 Liberata Contract Review completed	✅	100%	30-Sep-2023	**Why is the action red, amber or green?** September Council requested that further negotiations take place prior to agreement. Discussions are now ongoing. **What are you doing to maintain or improve the situation?** Negotiations are ongoing with meetings and progress made on property services. Council meeting on 14/12/23 will hopefully ratify the new agreement.
SRR-05.02 Liberata Service Review CCN agreed and signed off	🔴	95%	01-Feb-2024	**Why is the action red, amber or green?** The contract review is now completed and the CCN has been finalised. **What are you doing to maintain or improve the situation?** The Contract Review CCN has been finalised and is now in the

				process of being signed by both Pendle Council and Liberata UK Ltd. Delays have been experienced due to the complexities around the changes to the original contract. The Liberata Performance Management Framework was presented and agreed at the Joint Partnership Board held on 7th March 2024. There was still some work required to agree some outstanding PIs, specifically in relation to Customer Services. All have now been agreed except for one (TS 1 – % of telephone customers greeted within 40secs). It has been agreed to put reporting against this KPI on hold until further negotiations and discussions with regards innovation and customer journey are completed and a way forward agreed. This is expected to complete mid-May 2024.
SRR-05.03 Liberata Performance Management Framework agreed	🔴	90%	01-Apr-2024	**Why is the action red, amber or green?** This has been delayed due to protracted negotiations over some measures of performance, in particular Customer Services KPIs/PIs. **What are you doing to maintain or improve the situation?** The Liberata Performance Management Framework was presented and agreed at the Joint Partnership Board held on 7th March 2024. There was still some work required to agree some outstanding PIs, specifically in relation to Customer Services. All have now been agreed except for one (TS 1 – % of telephone customers greeted within 40secs). It has been agreed to put reporting against this KPI on hold until further negotiations and discussions with regards innovation and customer journey are completed and a way forward agreed. This is expected to complete mid-May 2024.
SRR-05.04 Joint Partnership Board meeting scheduled to further progress in the completion of the service reviews	✅	100%	30-Sep-2023	**Why is the action red, amber or green?** A further meeting of the Joint Partnership Board was held on 21st November 2023. At this meeting the recommendations made were agreed. **What are you doing to maintain or improve the situation?** Formal agreement has now been reached with Liberata UK in the two key areas which were previously outstanding and so concludes the review: 1. Contract Inflation Rate for 2023/24 2. Transfer of Property Services

				A report was presented to Council at the 14th December Meeting providing an update on the Liberata Contract Review and it was agreed that the changes to the contract be approved as set out.
				Negotiations in respect of the Council proposals on the Liberata Performance Management Framework are underway with the outcome to be reported at the Joint Partnership Board scheduled for 7th March 2024

Latest Note re Risk Score Changes

N/A

SRR-06 Delivery of key Government Programmes and Major Capital Projects

Risk Owner(s):	Director of Place / Head of Economic Growth

The Council's ability to deliver on the agreed major programmes and projects as planned, within budget and within timescales is reliant on having the right people in place in the right jobs, to focus on key programmes, including:
. LUF, Nelson Town Deal, UKSPF, Joint Venture (JV) Partnership Schemes, new cemetery facilities in Nelson
. The lack of clear project scopes and project plans creates delays in delivery. Any changes in key personnel can lead to delays in delivery.
. Potential lack of delivery capacity to move key work forward in a timely way

Original Risk Score	Current Risk Score	Expected Risk Score
16	12	9

Causes	Consequences	Internal Controls
Loss of critical staff affecting the ability to deliver key projects. Lack of sufficient capacity and specialist capabilities to progress activities.	Reputational damage with communities, public and partnerships. Loss of grant funding and investment. Failure to deliver key transformational activities.	• **Monthly / Quarterly Returns -** Both financial and delivery returns submitted as per funding conditions.

Current Mitigations

Nelson Town Deal Board established and meets regularly.
Nelson Town Deal project Business Cases externally appraised.
PenBrook JV established to deliver key Nelson Town Deal projects, and board meeting arranged.
Project and JV Working Groups meet regularly; Pearl Board meetings reestablished.
Project/Programme Management staffing resource established.
Internal programme governance structures put in place.
Consultants procured through a tendering process to assist with delivery of Cemetery facilities project and internal PBC /Liberata working group set-up.
Place Directorate restructure completed.
Head of Economic Growth post filled.
Agreement reached to secure Raise Partnership regeneration support for NTD and LUF.

Linked Actions				
SRR-06.04 Recruit Economic Development Officer and Climate Change officer	▶	0%	31-Dec-2024	

Latest Note re Risk Score Changes

Quarter 4 Risk Review - Current Risk Score Increased from 8 to 12:
Key member of staff with responsibilities on Nelson Town Deal, LUF Funding and UKSPF is due to leave PBC in May.
This will result in a loss of experience and capacity that will significantly impact the Economic Growth sections ability to deliver.
The recruitment process to fill the roles of a principle Economic Development Officer and a Climate Change Officer is currently underway.

SRR-07 Political Balance / Stability

Risk Owner(s):	Director of Resources / Head of Legal & Democratic Services

The Council's ability to deliver effective decision making by Members.
Failure to achieve strong political balance and buy-in will affect the decision-making processes, hindering delivery of key projects / corporate priorities.
Pendle has a balanced political base which has seen the control of Council change over recent years.

Original Risk Score	Current Risk Score	Expected Risk Score
16	12	9

Causes	Consequences	Internal Controls
Inability to achieve a strong political balance and buy in. Insufficient training and support to enhance the decision-making process.	Hindering delivery of key projects (such as, UKSPF, LUF, Town Deal)/ corporate priorities. (e.g. responding to the recommendations of the Leisure Review)	• Declaration of Interest forms for all members • Constitution guiding member actions and behaviour • Inductions for all new members

Current Mitigations

Member briefings in place.
Delivery of a relevant, responsive and effective Member training programme.
May 2023 Elections now complete; Shared Administration now in place.
Constitution review undertaken in 2023.
Member Code of Conduct in place, subject to annual review.
Governance & Committee Framework/ Structure agreed.
CPC Action Plan delivered and progress reported to Executive.

Linked Actions				
SRR-07.01 NW Employers Member training offered	✅	100%	31-Aug-2023	**Why is the action red, amber or green?** NW Employers invitation was sent to members in the monthly newsletter. **What are you doing to maintain or improve the situation?** Future events run by NW Employers will be signposted.
SRR-07.02 Conduct Member Survey	✅	100%	31-Aug-2023	**Why is the action red, amber or green?** Member survey circulated to members. **What are you doing to maintain or improve the situation?**

				Members have been reminded to complete this. 4 responses received to date.
SRR-07.03 LGA Member Support to encourage Group Leaders and Members to work together	✅	100%	30-Sep-2023	**Why is the action red, amber or green?** O & S training is underway and expected to complete by Christmas. **What are you doing to maintain or improve the situation?** A future programme of continuing support will be considered.
SRR-07.04 First monthly Member Briefing compiled and issued	✅	100%	30-Sep-2023	**Why is the action red, amber or green?** Completed by Alice - but I don't manage her department. **What are you doing to maintain or improve the situation?**
SRR-07.05 Member Survey feedback	✅	100%	31-Mar-2024	**Why is the action red, amber or green?** This action has been completed. **What are you doing to maintain or improve the situation?** Feedback has been received and now follow on actions will need to be developed as appropriate.

Latest Note re Risk Score Changes

Quarter 3 Risk Review - Current Risk Score remained the same but the Impact and Likelihood were changed:
The Impact has been raised to Major (4) as members have an impact on all key Council decisions. Most recently the Corporate Plan & Recruitment for key roles within the council has been delayed by politically instability.
The Likelihood has been reduced to Moderate (3) due to the slightly stronger majority of the joint administration. This has made it more likely that decisions can be made quickly once an agreement has been made.

SRR-08 Ability to deal with extreme weather and civil contingencies (such as a pandemic)

Risk Owner(s):	Director of Place / Assistant Director - Operational Services

Sufficiently robust BCP and EP arrangements not in place placing the Council at high level of risk.
It is likely that extreme weather impacts on delivery of day-to-day services and on our vulnerable residents will become more prevalent in coming years.
As a District Council, PBC has access to fewer resources than larger Authorities.

Original Risk Score	Current Risk Score	Expected Risk Score
16	12	9

Causes	Consequences	Internal Controls
Climate Change is causing more extremes in weather, e.g. heat, cold and flooding. Pandemic re infectious diseases.	Impact on infrastructure (roads/ highways/ vulnerable people/ front door services).	• Business Continuity Plan in place • Emergency Plan in place • Disaster Recovery Plan in place • Resilience Direct Workshops • Weekly Out Of Hours (OOH) lists maintained • PLT OOH list maintained • PLT Keyholder list maintained • Liberata contact list maintained

Current Mitigations

Annual schedule developed and agreed to test, review and update BCP, DR and EP policies and processes. PBC took part in Lancashire wide exercise Operation Goshawk in November 2022.
Attendance at LRF Winter Energy Risk Briefings and both strategic and tactical co-ordinating group meetings when required.
Local Civil Emergency Plan updated as required, e.g. when organisational changes are made.
PBC signed up to County wide mutual aid agreement which confirms a commitment from each organisation to provide support if able to do so during times of emergencies.

Linked Actions				
SRR-08.01 Annual schedule to be agreed to test, review and update BCP, DR and EP policies and processes.	✅	100%	30-Nov-2023	**Why is the action red, amber or green?** Action now completed. **What are you doing to maintain or improve the situation?** Test carried out on 23/11/2023 with numerous Officers with responsibilities in Emergency Planning in attendance. Review of

				lessons learned is now underway.
SRR-08.02 Consider formalising and strengthening the stand-by officer arrangements for EP – currently relies on goodwill and has limited volunteers so is a weakness in our arrangements currently.	🔴	75%	31-Mar-2023	**Why is the action red, amber or green?** Briefing note presented to CMT February. Further discussion to be held on suggested proposals. **What are you doing to maintain or improve the situation?**

Latest Note re Risk Score Changes
N/A

SRR-09 Achievement of carbon neutral targets by 2030

Risk Owner(s):	Director of Place

The Council's inability to meet national Carbon Neutral targets and PBC corporate carbon reduction targets.
Additional Factors:
- Continuation of Services (E Fleet, Blackouts…)
- Estate Energy procurement
- Capital Procurement of Renewables
- Insulation of Council Property and wider Private Housing Estate
- Leisure estate emissions

This is a very ambitious target which doesn't currently permeate through all Council decisions.

Original Risk Score	Current Risk Score	Expected Risk Score
20	15	16

Causes	Consequences	Internal Controls
Lack of experience and skills to drive transformation. Funding and budget for transformation is not identified / available. Capacity and resource – the Council does not have a dedicated Climate Change Officer but is looking to imbed as part of the culture of the organisation.	Financial penalty for not achieving targets Reputational Damage Long term impacts of climate change on local communities External scoring by Climate UK	• Climate Emergency working group meetings • Monitoring of relevant PI's

Current Mitigations

Agile Working Policy results in a reduction in carbon emissions as workers commutes have been reduced.
New energy contract secured for Leisure Centres.
Use of HVO (Hydro-treated Vegetable Oil) in vehicle fleet.
Internal annual carbon reduction targets in place.
Annual Carbon Emissions Report produced.
Energy review of leisure sites has been commissioned and will be undertaken by APSE.

Linked Actions				
SRR-09.01 New emissions KPIs to be developed and agreed as part of the annual emissions reporting process	●	80%	30-Nov-2023	**Why is the action red, amber or green?** This has been delayed but the approval for funding to recruit a dedicated Climate Change Officer has been agreed and progress will be made once in post.

				What are you doing to maintain or improve the situation? PBC climate targets and PIs to be updated later in 2024 when Climate Change Officer in post.
SRR-09.04 Climate Emergency Action Plan agreed	🔴	50%	31-Mar-2024	**Why is the action red, amber or green?** This has been delayed but the approval for funding to recruit a dedicated Climate Change Officer (CCO) has been agreed and progress will be made once in post. **What are you doing to maintain or improve the situation?** Updated interim 2024 Climate Emergency Action Plan to be agreed, with any further updates to follow once CCO in place and climate budget finalised.
SRR-09.05 Review of Council Fleet to take place to ascertain the viability of procuring Electric Vehicles and charging stations.	▶	0%	30-Jun-2024	**Why is the action red, amber or green?** This action is planned but not yet underway. It is expected to commence 1st April 2024. **What are you doing to maintain or improve the situation?** Once underway it is expected that the review will be completed by the end of June 2024.
SRR-09.06 Energy Efficiency of the Council's buildings assessed and programme of works agreed (Heat De-carbonisation Plans) to achieve carbon neutral targets where possible	🔴	10%	31-Jan-2024	The climate objectives around reducing carbon output are underway with the work set to be carried out / continued into 2024/25.
SRR-09.09 Energy Review of leisure sites completed by APSE and options presented to Executive	✅	100%	31-Dec-2023	**Why is the action red, amber or green?** This action has now been completed. **What are you doing to maintain or improve the situation?** All follow on actions are now part of the Indoor Leisure Review.

Latest Note re Risk Score Changes

Quarter 3 Risk Review - Risk Score Reduced from 20 to 15:
Risk owner felt that the likelihood of meeting the Councils Carbon targets had increased (decreasing the risk). This was due to frequent meetings of the Climate Emergency Working and Officer groups who are progressing related actions and making good headway.

SRR-10 Safeguarding of residents

Risk Owner(s):	Director of Resources / Head of Policy & Commissioning

The Council needs to ensure that all employees are aware of the organisation's responsibilities in relation to safeguarding children and vulnerable adults.
Life in Pendle survey highlighted residents' perception of concerns around safeguarding incidents witnessed in their communities.
Safeguarding cases highlighted in the media following police investigations.

Original Risk Score	Current Risk Score	Expected Risk Score
9	9	4

Causes	Consequences	Internal Controls
Lack of Training & Awareness Lack of resource and capacity increasing errors. Increasing inequalities in communities increasing pressure on front door services	Safeguarding breach. Moral and ethical considerations. Reputational damage.	• Safeguarding policy review (Next scheduled June 2025) • Training review • Member training • Statutory training for Taxi drivers • Partnership work with LCC, NHS & Police

Current Mitigations

All Staff undertook cascaded Safeguarding Training (basic awareness) in September 2022.
Identified front-line staff undertook Safeguarding Level 2 Training in November 2022 (face-to-face).
Safeguarding training (for new drivers and as a 3yr refresher) delivered to taxi drivers via an online package.
Pendle Genga Panel brings partners together to identify and collectively disrupt serious organised crime (including child exploitation) using a variety of powers. A number of Council services are represented.

Linked Actions				
SRR-10.01 Safeguarding policies revised and updated	✓	100%	30-Sep-2025	**Why is the action red, amber or green?** Action completed **What are you doing to maintain or improve the situation?** Next review scheduled June 2025.

Latest Note re Risk Score Changes

N/A

SRR-11 Public Health and Wellbeing

Risk Owner(s):	Director of Place

Poor public health outcomes for the people of Pendle Borough Council
.   poor health, etc
.   High number of terraced housing in certain parts of the borough
.   High levels of Deprivation
.   DFG programme – backlog and underspending

Original Risk Score	Current Risk Score	Expected Risk Score
16	12	9

Causes	Consequences	Internal Controls
Cramped housing can be the cause of health issues. Low levels of street cleanliness. Wage levels lower than the national average. High unemployment levels in the economically active age group.	Higher levels of infant mortality. Pendle is the 36th most deprived area out of 317 district and unitary authorities in England and 5th most deprived district in Lancashire (IND 2019).	• HAF • Regeneration Steering Group • Nelson Town Deal Board • Homeless Support • Integrated Care Board

Current Mitigations

Ensure the key programmes that we deliver have health dimensions and are delivered in line with agreed project milestones, i.e. UKSPF, LUF, Nelson Town Deal, £20m Long Term Towns Fund for Nelson.
Health and Wellbeing Plan / Programme produced (Localities & Policy Team).
Increase Pride in Place identified in the latest Life in Pendle survey.
Cost of living interventions in place.
Mechanical Street cleansing is delivered on a weekly schedule within the areas linking to this risk. In support of the mechanical street cleansing service additional resources are deployed within areas of greater need to remove littering and fly tipping.
Enforcement staff patrol all areas dealing with offenders as and when evidence is found.

Linked Actions				
SRR-11.01 Operational Services will be conducting some amnesty and education events during Sept-Oct. The events will raise awareness of the services delivered by the Council and provide residents with an immediate one-off means of clearing	✅	100%	31-Oct-2023	**Why is the action red, amber or green?** This action has now been completed by operational Services. **What are you doing to maintain or improve the situation?**

unwanted items.				The outcomes of this action have yet to be realised. PI's will need to be monitored to assess and significant change.
SRR-11.05 Investment Plan for Long Term Towns Fund for Nelson developed	▶	25%	31-Aug-2024	This action is green and is expected to progress in 2024/25.

Latest Note re Risk Score Changes
N/A

SRR-12 Local Workforce Skills development

Risk Owner(s):	Director of Place / Head of Economic Growth

Skills shortage, poor educational attainment, poor housing, etc can all have negative impacts on the local economy.

Original Risk Score	Current Risk Score	Expected Risk Score
16	6	9

Causes	Consequences	Internal Controls
Deprivation in the local area (unemployment). Pendle has one of the lowest average Attainment 8 scores in Lancashire. Lack of local employment and regeneration and economic growth in the area. Almost 3 in 10 jobs in Pendle are in the manufacturing sector, which is significantly higher than the national figure of 8%. There are fewer professional jobs in Pendle (4%) when compared with the national average (9%).	Pendle is the 36th most deprived area out of 317 district and unitary authorities in England and 5th most deprived district in Lancashire (IND 2019) Skill shortage. Loss of local economic growth.	• **YES Hub delivering value to communities** - Review March 2026 • **Pendle Vision Board** - Representing and coordinating local business. • **Connect** - Upskilling and providing value to the local community. • **East Lancs Chamber of Commerce** - Delivering advice to businesses & upskilling locals.

Current Mitigations

Kickstart programme undertaken which provided real life work placements for long term unemployed people.
PBC continue to pursue apprenticeships to upskill our staff, e.g. from labourers to Cat C drivers.
Youth Employment Support (YES) Hub in operation in Nelson run by Active Lancashire.
Effective utilisation of the Apprenticeship Levy.
Economic Recovery and Growth Strategy 2021-26 contains immediate and aspirational targets which are being pursued.
The Apprenticeship Levy for 202/23 is almost fully utilised with a full programme of spend identified for 2023/24.

Linked Actions				
SRR-12.01 Work with NCC to create an "IT Hub" accessible to the local community	▶	90%	31-Jul-2024	**Why is the action red, amber or green?** This action is at 90% with final completion expected in early 2024/25. **What are you doing to maintain or improve the situation?** Talks are still ongoing with N&CC, Liberata and PBC working to facilitate the final steps.
SRR-12.03 A review of the Economic Growth Strategy is	▶	75%	31-Jul-2024	**Why is the action red, amber or green?**

ongoing which will inform future directions of travel.				This action is overdue but work is progressing. Risk presently scored at 2:3 and is within the Councils risk appetite. **What are you doing to maintain or improve the situation?** Draft has been completed and is now awaiting a review. Work will continue in to 2024/25

Latest Note re Risk Score Changes
Quarter 3 Risk Review - Current Risk Score Reduced from 12 to 6: The risk owner felt that both the likelihood and impact of this risk has been reduced. This is due to a number of mature controls and both completed and ongoing work that has significantly reduced the likelihood.

SRR-13 Leisure Review

Risk Owner(s):	Director of Place

Original Risk Score	Current Risk Score	Expected Risk Score
9	9	6

Causes	Consequences	Internal Controls
		. Audit of PLT Client arrangements . Quarterly Leisure Client Meetings

Current Mitigations

Linked Actions				
SRR-13.01 Leisure Review completed and reported to Executive with next steps agreed.	✅	100%	31-Jul-2023	**Why is the action red, amber or green?** An update and recommendations of the Leisure Review undertaken by KKP in 2022 was reported to Executive in July 2023. So this has been achieved. **What are you doing to maintain or improve the situation?** As a result of the Executive meeting in July 2023, further studies have been commissioned and this has been discussed at O&S Committee on 11.10.23, with recommendations made to Executive.
SRR-13.02 Leisure Review undertaken by Overview & Scrutiny and feedback provided to Executive	✅	100%	31-Mar-2024	**Why is the action red, amber or green?** This action has been completed. **What are you doing to maintain or improve the situation?** The report was finalised and taken to executive in December. This generated two additional actions to find funding streams and to conduct a public survey. Potential funding streams have been explored with a report submitted in February 2024.

				A public survey has also been conducted with over 2000 responses collected. These are now being reviewed. A report is due to be taken to Executive in June 2024.

Latest Note re Risk Score Changes
N/A